UNITED
NATIONS

E

Economic and Social Council

Distr.
GENERAL

E/1994/56
11 May 1994

ORIGINAL: ENGLISH

Substantive session of 1994
New York, 27 June-29 July 1994
Item 6 (1) of the provisional agenda*

ECONOMIC AND ENVIRONMENTAL QUESTIONS:
PUBLIC ADMINISTRATION AND FINANCE

Eleventh Meeting of Experts on the United Nations Programme in Public Administration and Finance

Report of the Secretary-General

SUMMARY

The present report contains the principal observations and recommendations, together with the comments of the Secretary-General thereon, of the Eleventh Meeting of Experts on the United Nations Programme in Public Administration and Finance (Geneva, October 1993). The Meeting reviewed current issues in public administration and finance in developing countries, paying special attention to countries in Africa and transitional economies; the United Nations work programme in public administration and finance; and technical cooperation activities of the United Nations in public administration and finance and prospects for technical cooperation among developing countries. The Meeting made recommendations for action at both national and international levels.

The Meeting noted that the 1990s would continue to present extraordinary and difficult challenges to public administration and finance systems throughout the world: national Governments were faced with myriad internal and external forces that created a complex environment for their decision-making. Although the challenges arose from diverse national situations and various external pressures requiring a pragmatic and differentiated approach for their solution, several common issues persisted, such as governance and

* E/1994/100.

accountability, better economic management, poverty alleviation, environment, improved performance and productivity of the civil service, expanded social services and the growing role of markets and the private sector. Countries facing these issues, including countries with economies in transition, were reviewing traditional roles and functions of government, aiming at economic recovery and improved social levels. The urgent need was to restructure and reorient government operations to ensure that public management was able to improve its performance and become more responsive and accountable to people's needs.

The Meeting reviewed those challenges and emphasized that public management and its major components would continue to play a vital role in national development. The Meeting recommended a number of policy and programme actions to strengthen management approaches, techniques and skills in relevant areas of public management. Those areas were governance and accountability; performance management of the civil service; decentralization and local government; financial management and revenue mobilization; government and the private sector; and information technologies in public management. The Secretary-General suggested that, within the framework of available resources, the recommendations should be reflected in the biennial work programme and any revisions needed should be proposed in the medium-term plan for the period 1992-1997.

The Meeting found that the programme activities in public administration and finance were in accordance with the priorities assigned by Governments and reflected public management concerns of developing countries. The Meeting also noted that strategic improvements in public management systems needed for the twenty-first century should be directed towards enhancing the productivity, effectiveness and responsiveness of governmental structures, improving governance and governmental accountability and promoting pragmatic linkages between government and private sectors.

The Meeting noted the critical role that the United Nations programme in public administration and development management should play in facilitating these strategic improvements in public management systems in developing and transitional economy countries in the 1990s and beyond. The Meeting also noted that various bilateral donors and international and regional development agencies were developing programmes of assistance for improving public management at the country level, and that there was an urgent need to reiterate the role of the United Nations central programme and urge closer collaboration with other more recently established programmes to improve and strengthen public management in developing countries, with emphasis on sub-Saharan Africa, the least developed countries and transitional economy countries. The Secretary-General agreed there was a need for closer collaboration between the United Nations central programme and the new programmes in public management initiated by other United Nations organizations.

It was recommended that the Twelfth Meeting of Experts be convened in 1995 to discuss the following topics: (a) issues and problems facing public administration and finance systems in developing and transitional economy

countries; (b) progress made in the implementation of the recommendations made at the Eleventh Meeting; and (c) review of the United Nations programme in public administration and finance. The Economic and Social Council may wish to approve this recommendation.

Subject to the approval of the Council, the Secretary-General made provision for the next review of the programme in the budget for the biennium 1994-1995.

CONTENTS

Chapter		Paragraphs	Page
INTRODUCTION		1 - 5	5
I.	PUBLIC ADMINISTRATION IN DEVELOPING COUNTRIES: CHALLENGES AND RECOMMENDATIONS	6 - 61	6
	A. Governance and capacity-building	6 - 10	5
	B. Organizational and structural issues	11 - 17	7
	C. Accountability issues	18 - 22	9
	D. Performance issues	23 - 30	10
	E. Information technology for public management	31 - 32	12
	F. Financial decentralization and revenue mobilization	33 - 46	12
	G. Government and private sector development	47 - 61	16
II.	DEVELOPMENT MANAGEMENT IN AFRICA IN THE 1990s	62 - 71	18
	A. Strategic Agenda for Development Management in Africa in the 1990s	62 - 66	18
	B. Institution-building	67 - 71	19
III.	PUBLIC MANAGEMENT ISSUES IN TRANSITIONAL ECONOMIES	72 - 80	20
	A. Human resource development and market-related skills	73 - 74	21
	B. Institutional reform of the government machinery	75 - 80	21
IV.	WORK PROGRAMME OF THE UNITED NATIONS IN PUBLIC ADMINISTRATION AND FINANCE	81 - 83	23
V.	PUBLIC ADMINISTRATION AND FINANCE ISSUES FOR THE TURN OF THE CENTURY	84 - 88	24
VI.	COMMENTS ON RECOMMENDATIONS MADE BY THE EXPERTS AT THEIR ELEVENTH MEETING	89 - 94	25

INTRODUCTION

1. The Eleventh Meeting of Experts on the United Nations Programme in Public Administration and Finance was held at the United Nations Office at Geneva from 6 to 14 October 1993 in accordance with Economic and Social Council decision 1992/287. Of the 25 experts invited from the different regions of the world, representing different systems and experiences in public administration and finance, 20 attended the Meeting. In addition, the Meeting was attended by representatives of regional commissions and other United Nations bodies, specialized agencies, interregional and regional institutions and non-governmental and other organizations.

2. The Meeting had the following terms of reference:

(a) To review major current issues in public administration and finance in developing countries, paying special attention to assisting Governments in strengthening the policy formulation process by improving government budgeting and accounting systems and improving training programmes for promoting human resource development;

(b) To review the United Nations work programme in public administration and finance;

(c) To review the technical cooperation activities of the United Nations in public administration and finance, with special reference to the prospects of technical cooperation among developing countries;

(d) To make appropriate recommendations for action at both the national and international levels.

3. On 5 October 1993, prior to the commencement of the Meeting, an informal inter-agency working group met to review the activities of the agencies related to their public administration and finance programmes and to consider common issues that the working group as a whole could recommend to the Meeting of Experts for priority consideration. The working group recommended that the Meeting of Experts devote special sessions to a discussion of the situation of public administration and finance in Africa and the public management situation in transitional economies. The working group noted the implementation gap of various developmental policies and programmes adopted at both the national and international levels, and recommended the review and analysis of appropriate measures for operational policies and action programmes at the national level.

4. The major recommendations of the Eleventh Meeting relate to challenges and priorities for public administration in developing and transitional economy countries; the United Nations programme in public administration and finance; emerging governance, public administration and finance issues as projected into the twenty-first century; and the timing and scope of the next review of the programme.

5. The Secretary-General commented on the discussions and major recommendations of the Eleventh Meeting (see sect. VI below).

I. PUBLIC ADMINISTRATION IN DEVELOPING COUNTRIES: CHALLENGES AND RECOMMENDATIONS

A. Governance and capacity-building

6. The Meeting noted that the concept and practice of good governance should be understood in two practical ways: first, the delivery of high quality services to the public, including value for money in achieving the effective implementation of government policies; and second, the fair and equitable treatment of all citizens under the law within a system that made the executive accountable to an elected legislature, with safeguards for individual freedom and openness in the conduct of government business.

7. The Meeting was of the view that the important hallmarks of "good governance" were (a) a willingness to let individuals and communities develop and realize their full potential; (b) the development of a stable economy; (c) the encouragement of public participation in government affairs; and (d) openness in reviewing and reporting government achievement at the local and national levels. It was noted that as long as people were inhibited from participating in government affairs by conditions of poverty, there would likely be instability in governance.

8. The Meeting noted that in the context of good governance as explained above, the critical content of civil service work included advising ministers and legislative bodies; informing them accurately about government actions; implementing government policies; and managing public/taxpayers' monies. The Meeting recommended that the conduct of civil service work be firmly underscored by a set of common values which included probity in the handling of public funds and equipment, honesty, integrity, impartiality and the separation of public duty from private interest.

9. To ensure an effective civil service in support of good governance, the Meeting emphasized capacity-building. In terms of the individual civil servant, capacity-building placed particular emphasis on training to increase his/her skills; to develop at the higher levels qualities of leadership, self-awareness and adaptability; and to improve interpersonal skills and the ability to manage through performance contracts, for example with non-governmental organizations, operational "agencies" within government, or private sector bodies providing services paid for from public funds. Although encouraged by the degree of commonality of insights about problems and their solution, the Meeting noted that programmes aimed at strengthening capacities of institutions should be sensitive to four major issues: (a) the national/community structures of the country, including the political structures; (b) traditional cultural values, endorsing especially those that were consistent with professional government and a modern State, and countering those that were not; (c) the existing capability of the country in terms of its economic, social and educational structures and of the strength of its public sector; and (d) an ordering of priorities to ensure that fundamental issues were tackled first and a firm foundation laid for further progress.

10. The Meeting noted that effective administrative change would also depend on coherence with related areas of technical cooperation, some of which were

addressed by other United Nations agencies, for example (a) an educational system which produced people able and willing to take on responsibilities in public services, and which contributed to the general public's appreciation of good governance; (b) institutions, such as the judiciary and courts, the press and other media, and auditing bodies, whose contributions were critical to maintaining a climate of openness and accountability in government; and (c) business performance for economic development and job creation. The private sector could be encouraged to contribute to the delivery of services to the public, thereby potentially minimizing inefficient public expenditures from government operational bodies or providing competition to encourage efficiency in government operations. The Meeting encouraged joint training for young business executives and civil servants, and exchange visits between government and industry, in order to create mutual understanding across these sectors.

B. Organizational and structural issues

11. The Meeting noted that at least three governing principles should be applied to considerations about the organization and structure of government:

(a) The ability of countries to alter their structures, whether by the decentralization or redistribution of legislative powers, or by devolving responsibility to take certain actions without prior authority from the centre, could depend on the extent to which that tendency could be viewed as strengthening various communities within a State. Effective administration and maximum public participation in public affairs might depend on the degree to which officials nearest to the point of service delivery were responsible for the relevant decisions. Over-centralization of functions could lead to institutional overload; conversely, decentralization or devolution, carefully implemented, need not weaken the sphere of competence of the national Government;

(b) Demographic patterns (with a relatively small working age population contributing taxes and supporting large proportions of young or elderly people) and the condition of national economies were major factors in impelling public service reform. Economy and efficiency were required in the public sector, but the forms of organization adopted by each country should seek to balance economy in the use of scarce resources with reassurance to the public that the organizational framework was attending to service delivery needs;

(c) The organization of public institutions should also promote economic development at the local, regional and international levels; mutual understanding between the political (legislative and executive) and the public service arms of government concerning priorities, methods and progress in implementing policies; continuity and professionalism in the civil service; and compatibility with public expectation and public accountability.

12. The Meeting noted that many Governments were considering the advantages of devolution, particularly in placing decision-making as close to the "person/customer/client/citizen" as possible. Devolution had the potential to empower public servants, thereby encouraging their commitment. In order to make informed decisions, Governments had to weigh the advantages against the risks,

especially possible inconsistencies of policies and implementation, the potential for incurring extra costs unless offsetting savings were made by reorganization at headquarters, and the time needed to develop the capacity of those to whom new powers would be delegated. Variables of geography, social grouping, public aspirations, and inherited constitutional and legal structures could also influence the timing and extent of devolution (or the redistribution of legislative powers under a process of decentralization) and the structures to be adopted.

13. It was noted that clear thinking was needed to deal with the relationship between central and local legislatures; the transfer of autonomy from central to local government within legal limits; and the relaxation of central controls to permit other ministries, departments or units at headquarters or elsewhere to exercise greater financial discretion and delegation, and greater freedom in operations or in recruiting and rewarding staff. In some cases new agencies could be formed to carry out coherent operational functions under a "direction" or policy framework agreed with the ministry.

14. The Meeting stressed that devolution of tasks involved consideration of how to retain adequate managerial control without inhibiting the initiative of local management. Staged progress (from limited freedoms which were closely monitored to full operational competence within a financial envelope) might require careful programming. It was suggested that twinning arrangements with a Government and/or its institutions which had completed some form of managerial devolution would facilitate the sharing of experience.

15. The Meeting examined the question of structure in the context of metropolitan government and noted that the size of major cities and their rapid expansion raised a subset of issues concerned with decentralization or devolution. Such issues included the creation of an over-arching body to determine city-wide strategy and to act as a link to central government; determination of appropriate structures and powers of district or sector authorities, and specification of the extent to which those authorities might have political as well as administrative powers.

16. Programmes to assist Governments in their consideration of how to handle matters of organizational and structural change (variously referred to as redistribution, decentralization, deconcentration or devolution) would need to draw on the advantages and disadvantages of existing arrangements world wide. The Meeting recommended that the United Nations programme provide opportunities for networking information among Governments on the management of structural change. Both regional and functional groupings of participants should be considered.

17. There were also small States that might feel pressured to devolve, but where inappropriate decisions could lead to waste or conflict between different levels. Their particular needs might justify a programme seminar to consider optimum organizational strategies for small, geographically compact States.

C. Accountability issues

18. The Meeting noted that the legitimacy and credibility of a Government depended on the extent to which the government functionaries - ministers and civil servants - were accountable for achieving national objectives. Accountability could be owed "upwards", to an elected, informed and well-organized legislature, and "downwards" to the general public, who were the "customers" for many public services. Administrative accountability required a clear chain of responsibility from the top of the organization to the bottom, covering both policy formation and the delivery of services.

19. Administrative accountability required (a) effective management information and accounting systems; (b) specification wherever possible of standards of service or performance (quality); and (c) a clear understanding of what was to be done, including consideration of costs and time-frames; (d) a personal statement of objectives for each civil service manager/senior official, which was reviewed formally at least annually as part of the management of performance, and would affect such decisions as pay, career movement, promotion and retirement; and (e) financial accountability, which had both national and individual "budget holder" elements.

20. Such accountability applied to individual staff, to teams or project groups and to entire ministries or agencies. Accountability was more than a matter of control or checks. Proper accountability also helped those concerned to clarify their aims, objectives and tasks, thereby making more transparent what the Government, a ministry, or each public servant wished or expected to achieve.

21. The Meeting recommended that the United Nations programme provide assistance in various areas of accountability. First, there should be support for systems which enabled government activities to be communicated as widely as possible, including (a) review and comment in open hearings reported by a responsible press, (b) adjudication to be facilitated by an independent judiciary, (c) independent arbitration perhaps by a system such as an ombudsman system, (d) regular audit by a body which might also recommend ways of improving practices and (e) a parliamentary "public accounts" unit which could scrutinize government performance. Secondly, guidance should be provided on good practice and training, in order to assist managers to introduce and maintain effective systems of accountability and of measuring performance in a meaningful, simple, straightforward manner. Thirdly, support should be provided to heads of ministries, planning boards or local public bodies for establishing annual or periodic reviews of achievement of departmental objectives. Fourthly, the United Nations programme should promote awareness programmes to educate the general public about the work of government.

22. The Meeting further suggested that the United Nations provide technical assistance, where appropriate, to (a) programmes to orient those appointed to government positions from outside government; (b) top policy seminars at which ministers and civil servants from different countries with similar problems could share experiences and strategies; (c) specialist training for those involved in implementing "management accountability systems", specifically including line managers; and (d) development of a framework "code of ethics" for public service which countries could then adapt for their own needs.

D. Performance issues

23. The Meeting noted that performance in the public service included both the job performance of individual civil servants, as evaluated periodically and rigorously, and the public organizations' ability to perform efficiently and effectively in both day-to-day operations and long-term tasks. Any civil or public service would maintain public confidence only to the extent that it (a) continuously raised the quality of its services to the public; (b) encouraged those dealing with the public to be courteous, helpful and prompt in serving their clients; (c) was effective and efficient in the use of public resources; and (d) provided objective advice to its political leaders. Those tasks required both professionalism in responding to demands of ministers and the public, and adaptability to changing circumstances. The need for professionalism was particularly significant for those in the middle and upper ranks of the service, and would continue to be a central concern to all Governments over the next few years.

24. The Meeting was of the view that performance was affected heavily by the quality of staff management, the empowerment and motivation of staff, and staff perceptions of their status in the public eye; it also depended on a reasonable continuity of policies and managers. But "continuity" and "status", with appropriate salaries, could give a negative and protectionist impression of public employees, unless tenure and remuneration were linked to robust appraisal systems for all public servants and to a culture of performance management.

25. In order to facilitate performance management, the Meeting noted (a) the critical value of descriptions of the duties of posts falling vacant, and of the qualities needed by the post holder (at the lower levels, such descriptions might apply to a range of posts of similar grades; for the highest posts, they would be specific to one or only a few posts); (b) the need for robust systems for recruitment, career development moves (to widen experience in the same or a different ministry or unit) and promotion, supported by "codes of practice" which made transparent the rules and regulations that enforced advancement on merit; (c) the need to develop over time regular appraisals of staff performance, as well as regular counselling and guidance; (d) the need to encourage exchanges of staff (for a few days or weeks, or occasionally for longer) between public sector organizations or between the public and private sectors to enhance mutual understanding to the benefit of both sides (in a large organization movement of staff could help to transfer technologies or experience of different ways of working, and improve teamwork); (e) the need for training and development of staff as part of a continuous learning culture; and (f) the significance of addressing the needs of the top staff, for whom new skills and competence were needed, and who could benefit from the opportunity to share experiences with those facing similar problems at their level in other organizations or other countries.

26. Performance management required attention to basic principles which needed to be applied in the manner best suited to local culture, administrative and legal tradition and the provenance of the political structures in which the public services functioned. The francophone African States differed, for example, from those States with political and administrative structures based on the Westminster model.

27. The Meeting recommended that in addressing those needs, the United Nations direct its attention towards (a) enhancing the capacity and quality of regional and national schools of public administration through the provision of course guidance material, a focus on assisting in the development of managerial training for middle and senior managers, and training of trainers; (b) developing networks to help the most senior staff share experiences in bilateral, regional or international networking groups, particularly for the often overlooked requirements of those staff supporting the legislature itself in the preparation and scrutiny of new legislation, as well as for staff in such sectors as health administration, in coordination with international agencies involved in those sectors; and (c) assisting Governments to develop realistic strategies for training, at different levels, although minimal targets might place unrealistic requirements on ministry and training institute resources and capacity, unless the training was based in work locations.

28. Another factor influencing government performance was the grading and pay of public servants. Pay levels had to take account of national resources, but they might not be sufficient to retain key staff on whom the effectiveness of government operations often depended. Further, fairness in determining pay levels or in weighing the value of qualifications, or ensuring that the highest pay increases went to the staff who contributed the most, were important to staff morale and motivation. Determination of performance evaluation and pay increases, as well as bonuses, was often linked to other managerial decisions - for example, the elimination of useless tasks; "grade skipping" in the allocation of work; or "delayering", that is, stripping out levels of management. The Meeting recommended that the United Nations programme organize a series of workshops, each for a comparatively small number of senior managers with pay and grading responsibilities, which could facilitate the adoption of improved regulatory codes and practices in that complex area. Because there were no universal solutions to ensure that jobs were filled by those best able to achieve what was required, it would be necessary to undertake a critical examination of historical practice within each country's own traditions.

29. The Meeting recommended that the United Nations devote particular attention to the critical issue of ways of retaining key staff, who might otherwise join private companies or other lucrative employment. For example, it was suggested that they be placed on contract terms, with higher pay in return for a commitment to stay for the period of the contract. Such an approach involved the sensitive task of identifying key jobs to which that system might apply. It was suggested that an outside agency might help to resolve some of the inherent difficulties facing decision makers responsible for reaching objective decisions concerning contracting systems across a range of ministries and government institutions.

30. The Meeting recommended to the United Nations five additional strategies for supporting national training efforts: (a) technical support for national public service training institutions to facilitate continuous learning, equipping them to adjust their curriculums to focus on the skills and abilities needed by public servants in a rapidly changing environment; (b) research on the impact of new institutional and organizational arrangements; (c) workshops on making public service legislation and codes sufficiently firm to prevent abuse but sufficiently flexible to enable operational needs to be met; (d) assistance

to public service commissions; and (e) assistance to audit bodies in the field of pay and performance management.

E. Information technology for public management

31. The Meeting noted that information technology was becoming increasingly pervasive and its impact on governance had to be reviewed periodically. One possible impact of information technology on governance related to the sharing of information among institutions and among levels of government and administration. In addition, information technology made it more possible to make government decision-making and operations increasingly open and transparent to the public. It was also noted that information technology in all of its manifestations, including media and communication technology, had the potential to make countries vulnerable to international economic and political forces.

32. The Meeting recommended that the United Nations organize research into "best systems" and "best practices" regarding information technology in order to inventory and make available replicable applications. It also recommended expanding the types of functions amenable to computerization, specifically from an emphasis on control functions to include more service delivery functions. It was noted that raw data were often overwhelming and had to be organized into a useful format. While acknowledging the importance of compatibility, it was noted that over-emphasis on compatibility could discourage innovation, especially within the context of decentralization. In relation to training, the needs of lower and middle management in computerization programmes had to be emphasized. Also, training and organization of work needed to take into consideration the psychological and sociological consequences of information technology and office management. The Meeting recommended that the United Nations consider ways of encouraging strategic thinking concerning the utilization of information technology.

F. Financial decentralization and revenue mobilization

1. Devolution and its financial challenges

33. The Meeting reviewed the implications for financial powers and resources in decentralization processes, explored ways in which local finance could be raised for local projects and identified various means of revenue mobilization. The Meeting endorsed the current trend of increased authority and responsibility for lower levels of government in public financial management. That tendency was consistent with good governance, because national and even regional governing bodies could be isolated from the daily concerns of the people/citizens. There were often strong differences among the various localities in a country, especially concerning ability to meet the needs of the people. Although some countries might have localities that were relatively wealthy and in which disparities from one region to another were not great, that situation was the exception, even in relatively developed countries. Disparities in wealth often led to relatively poor local authorities having difficulty in carrying out their responsibilities.

34. The Meeting was of the view that lowering the level of effective decision-making could result in decisions being taken in a more efficient and relevant manner. However, that did not mean that resource generation would be more efficient. It was possible that more resources could be generated for public purposes at the local level because the people could more directly see that their taxes and fees were being used to produce services that they needed and that were highly visible, such as education and health care.

35. The Meeting recognized that the wide variance in both the structures of Governments and their levels of economic development created difficulty in suggesting public finance arrangements that might be useful across a broad range of political arrangements. However, in any country, a significant degree of decentralization would require a related increase in capacity for financial management at the local level.

36. Related to decision-making authority, which could be devolved to lower levels of government, was the strengthening of systems of responsibility and accountability at those lower levels of government, many of which might need assistance in developing the capacity to carry out their accountability tasks. The classic principles of audit - economy, efficiency and effectiveness - applied as fully to the local level as they did to the higher levels of government. The Meeting noted the need for a brief elaboration of those principles in the context of accountability systems:

(a) Economy meant that local officials would need to conduct such activities as procurement, contracting and employment, taking into account real costs and the market value of the physical and human resources, and with careful concern for avoiding or minimizing corruption. Openness and transparency of processes allowed citizens to be assured that officials were discharging their responsibility properly;

(b) Efficiency meant that programmes were properly implemented. For example, projects should be completed on time; staff should work scheduled hours; and services should be available as needed. Managerial skills enabled the senior staff to monitor efficiency and make corrections as required. The techniques available to the auditor could facilitate those managerial functions;

(c) Effectiveness meant that programmes actually provided the intended benefits to the population. To the greatest extent possible, Governments should focus on the final outcomes of programmes rather than intermediate inputs. For example, the final outcome of the education system was an employable adult, not a bureaucratic output, such as the number of classrooms or teachers. In the health care system, the final outcome was the well-being of the population, not the number of clinics or doctors.

37. The Meeting noted that good performance indicators, and their appropriate measurement through accurate and timely statistics, were often very difficult to achieve, even in the most industrialized countries. Therefore, expectations of relatively unskilled local government should be modest. Nevertheless, the Meeting encouraged the use of service delivery indicators, when data and training were made available to implement measurements of quality of service delivery.

38. The Meeting recommended that the United Nations assist Governments in clearly defining key auditing and financial management skills for local governments, and in identifying effective training practices in that field. It further recommended that assistance be provided in developing guidelines for budget disclosure to the public in order to achieve greater "transparency", especially for budgetary processes at the local level, as well as audit standards applicable both to locally generated funds and to loans and grants from higher levels of government. It was believed that responsiveness to the local population was necessary to the success of government programmes. At the same time, locally expressed priorities needed to be considered in the context of major national economic and social goals. Such a juxtaposition presented a challenge both in terms of designing harmonious multi-level government policies and of devising central-local structures of government through which to implement those policies.

2. Financing government programmes at the local level

39. The financing of government programmes constituted a major challenge for all levels of government. As activities were decentralized, Governments were increasingly facing the reality that regions and localities varied in their ability to finance needed programmes. Moreover, decentralization was likely to make more explicit the sifting and/or shifting of resources from one geographical area to another. It was noted that member Governments had a wide variety of experience in dealing with interregional and local finance. Thus, while there were no easy solutions, experience with innovations in some countries could prove useful to decision makers elsewhere.

40. There were four broad approaches to assisting local administrations to finance their activities. The first was to yield to them some portion of the currently national tax base. The second was to permit them to retain some revenues collected under the tax laws of a higher governmental authority. The third was to provide resources to them through a system of grants. The fourth was the provision of loans or credits. Only the third and fourth provided the means of reducing regional disparities in wealth. Credits could permit regional or local authorities to undertake major projects for which they could not raise the capital on their own. Assuming credits would be repaid, such a programme would have a limited capacity to reduce regional disparities. A number of Governments were reluctant to permit local authorities to borrow because of the difficulty of ensuring repayment.

41. Governments pursuing decentralization programmes might wish to acquaint themselves with various ways of structuring grant programmes. Formula grants, for example, allocated funds to local administrations according to specified criteria, such as wealth, population, urbanization, or the percentage of young people in the population. Once a formula was agreed upon, the relative distribution to various local administrations was automatic. However, the total amount could be adjusted to respond to fiscal conditions. Matching grants focused on the self-help efforts of local administrations, rewarding those that could raise from their own sources some specified percentage of the funds necessary for a particular project or programme. Some countries restricted the use of matching grants to capital projects. The Meeting recommended that the

United Nations study developing country experience in providing grants to subordinate levels of government.

3. New techniques of revenue mobilization

42. The Meeting noted that because of budgetary needs and the decreasing availability of external budgetary-supports, many Governments were searching for additional methods of mobilizing revenue. One underutilized resource mobilization mechanism was the imposition of fees and charges to be paid for by the users of specific government services. Often such charges were good economic policy because they encouraged more prudent use of those services while making subsidies available to economically vulnerable populations. In addition, when imposed at the local level, they encouraged responsibility and accountability.

43. Because revenue generation was often stifled when proceeds were deposited to the Treasury rather than being retained, at least partially, by the governmental unit that produced them, full deposit with the Treasury needed to be examined. Such a policy removed the incentive to raise revenues, and might also deprive an enterprise of funds for essential purposes. In the case of user charges, removal of those funds was most likely to lead to lack of maintenance of the infrastructure used to provide the service.

44. One method of generating a stream of revenue without incurring any substantial up-front fixed costs was for the Government to contract out the building and financing of a project on the basis of "build, operate and transfer" (BOT) or "build, operate and lease" (or own) (BOL). With this method, the Government might contract with a private sector entity to both build and finance a project, in exchange for a stream of future revenues (such as user fees in the case of a road or a bridge) related to the project. That method of revenue generation was often used for projects that had a high up-front fixed cost and a very strong likelihood of generating a stream of revenue which could be shared by the Government and the private sector builders and financiers.

45. The Meeting recommended that the United Nations carry out a survey of user fee practices in developing countries, particularly at the local level, in order to disseminate the experiences to Governments interested in experimenting with that source of financing for government activities.

46. The Meeting recommended that the United Nations provide technical assistance in the field of taxation and budgeting to Governments in developing countries. The Meeting noted that all aspects of taxation, such as overall level, base, internal composition, direct and indirect taxes, tax rates and elasticity, affected distribution of incomes in the country. Although a certain level of confidentiality in budgeting procedures existed in some countries, the Meeting recommended that the United Nations study budgeting methods in a wide variety of countries.

G. Government and private sector development

1. Reform and privatization of public enterprises

47. The Meeting noted that currently, one of the most serious economic issues faced by many Governments in developing countries was how to make their public sector enterprises efficient and cost competitive in global markets and how to develop the nascent private sector so that it could assimilate public sector enterprises after privatization. The route to be taken for that purpose had to depend on the local environment, taking into account the existing infrastructure and the managerial potential available. Many factors, such as the financial system, the capital market and savings potential had great relevance in that context. Ultimately, the development of a robust private sector depended on the willingness of the political leadership to move ahead with major economic reform programmes, including management strengthening, privatization, foreign direct investment and strategies for private sector development.

48. Many public enterprises suffered because of over-staffing or inappropriate pricing policies. If their technology was obsolete, their situation worsened. If a public enterprise was to be efficient, the root causes of enterprise inefficiency had to be identified. If there was surplus labour, the Government had to allow the enterprise to rationalize its labour force by providing a social "safety net". If pricing was defective, market prices might have to be substituted for administered prices. In the case of obsolete technology, it was probably preferable to privatize the unit, and leave it to the private entrepreneur to decide on technology and obtain funds rather than to make heavy investments from the government side. In any event, a clear definition of the boundary of government control over enterprise was absolutely essential before and after privatization.

49. Privatization was an important element in private sector development. Before privatization proceeded, the balance sheet of the public enterprise had to be made to reflect the true picture. It was vital to value assets and liabilities independently before setting a price for privatization or inviting tenders for a large enterprise.

50. The Meeting noted that many countries which had had a command economy until recently were finding the process of privatization painful. If they adopted a strategy of rapid and wholesale privatization, the pain could be excruciating. Development of the private sector, where practically none had existed, took time. But if there was a strong private sector, privatization was easier. Here also, national priorities had to be clear. If certain industries were to be kept outside the purview of foreign direct investment, for strategic or other reasons, it was desirable to spell that out clearly. If any protection was to be accorded to small-scale industry, in the new scheme of things, the protection should also be clearly delineated.

51. Privatization included the liquidation of enterprises which could not be made viable. Loss-making enterprises could sometimes be turned around by good management, so they might be privatized. There were also cases in which, after privatization, potentially viable units had been closed down.

52. Privatization could be achieved more meaningfully if the units to be removed from government control were identified, stage by stage, and the shares sold to bidders or to the general public. If the stock exchange was functional, the pace of privatization could be made faster. A good capital market could absorb new privatization issues.

53. In many countries, public enterprises were operated as statutory corporations. These could be reincorporated, by converting them into companies, under the relevant company legislation before privatization. That tended to increase the flexibility and managerial autonomy of public enterprises, thereby facilitating reform and/or privatization and increasing the sale proceeds to the Government.

54. Excessive intervention by the ministry in the operations of a public sector unit stifled management initiative and divided accountability for performance. An "arm's length" relationship could be promoted by means of a performance contract, in writing, every year between the Government and the enterprise. The performance contract would incorporate the yearly goals of the enterprise and the indicators by which the achievement of the goals was to be measured, annual targets, the support the enterprise sought from the ministry, and management incentives. For its performance, thereafter, the public enterprise would have to display initiative and professionalism, and the ministry would evaluate its performance on the basis of the agreed performance contract.

2. Regulatory framework

55. The Meeting noted that private sector development was not a "free for all" concept. Even in developed countries with a robust private sector, there was considerable regulation in terms of public policy. Regulation required regulatory organization and a legal framework, including anti-monopoly laws. In many developing countries, however, there was both over-regulation and under-implementation, with the possibility of creating monopolies and cornering licences. The course of action best suited to most developing countries appeared to be to create an environment in which the private sector had access to loans from the banking system for bankable projects and was not subjected to physical controls. Environmental considerations should not be forgotten in the design of a regulatory mechanism.

56. Foreign direct investment (FDI) did not always assist an economy in the most needed areas, such as sectors which required a long gestation period and faced an uncertain rate of return. If a country suffered political instability or periodic foreign exchange crises, investments were often severely reduced. If a country's administrative and regulatory framework was effective, FDI promoted technological modernization and rapid industrialization. Factors which attracted FDI included a trainable and low-cost labour force, easy repatriation of dividends and professionalism in government offices. Depending on the level of development, it was better for a country to clearly specify the fields or areas of activity where such investment was encouraged.

3. Entrepreneurial development

57. The Meeting noted that a Government could block private sector development in many ways, for example by choking credit, by imposing a licensing system or by location restrictions. Price control over end products could make even a sound private sector unhealthy. The greatest assistance that any Government could give was to encourage private sector enterprises by a rational tax administration, coupled with easy access to institutional financing. Cheap export credit would give a further boost to rapid development of the private sector.

58. A sound monetary policy that kept inflation low helped small and emerging industries. Often, keeping inflation low required an autonomous central bank. Two factors which aided small industries were easy accessibility to land, and labour legislation that was not too restrictive.

59. Small and medium-sized enterprises needed credit and marketing facilities. Many countries had found that setting up a development bank exclusively for small enterprises had proved useful. Linkages between small-scale units and large units by way of subcontracting, had also been effective.

60. Extension services to aid and advise small entrepreneurs, coupled with availability of space in industrial estates set up by government or non-government agencies helped the proper development of the small-scale sector. Franchising of such public services as post offices also helped the process.

61. The Meeting recommended that the United Nations encourage the development and implementation of sound policies in regard to small-scale and emerging sectors.

II. DEVELOPMENT MANAGEMENT IN AFRICA IN THE 1990s

A. Strategic Agenda for Development Management in Africa in the 1990s

62. The Meeting framed its discussion around the Strategic Agenda for Development Management in Africa in the 1990s, which had been adopted by the Regional Conference on Development Management in Africa: Thirty Years of Experience, Emerging Trends and Future Priorities (Addis Ababa, March 1993) and endorsed by the Conference of Ministers of the Economic Commission for Africa at the twenty-eighth session of the Commission and 19th meeting of the Conference of Ministers. 1/

63. It was noted that Africa was a continent at the crossroads. Socio-economic conditions had been deteriorating to the extent that the 1980s had come to be known as "the lost decade in Africa". Furthermore, ethnic violence and armed conflicts were continuing in and between many countries in Africa, causing tragic human losses, large-scale population displacements and lack of stability. Yet proper utilization of Africa's vast natural and human resources could assist in reversing economic decline, revitalizing their economies and improving the conditions of the people. It was felt that ongoing political reforms in many

African countries and the realization that the continent's economic resources needed to be effectively managed provided a window of opportunity through which socio-economic conditions could be improved.

64. It was observed that only bold measures could strengthen and mobilize society as a whole. Furthermore, it was realized that there was no alternative to accelerating the process of growth and development on a sustained and sustainable basis; that such a process must be human-centred; and that democracy, popular participation, good governance and accountability were essential elements of socio-economic regeneration. Hence, the answer to socio-economic revitalization lay neither with Governments alone, nor with private entrepreneurs and non-governmental organizations alone. Strategies that tended to emphasize only one set of actors had to be replaced with ones that emphasized key roles for governmental and non-governmental actors and their interdependence. Development administration and finance issues assumed particular importance in the process of economic revitalization of African countries and needed to reflect the multiplicity and interdependence of roles referred to above.

65. The Meeting reviewed the documents before it and endorsed the Strategic Agenda, which recommended improving the policy-making process; enhancing the efficiency and quality of the civil services; promoting ethics and strengthening accountability in the civil services; strengthening the resource mobilization and financial management capability of African Governments; reforming the public enterprise sector; ensuring effective popular participation in development management and governance; strengthening democratization for sustained development; enhancing the participation and skills of women for effective involvement in development management; and using information technology in African public administration.

66. Actions, prioritization of and interlinkages between the areas of intervention within the aforementioned framework at the country level would obviously have to be based on country-specific conditions and realities. Eight issues that required priority attention were identified: indigenous capacities, governance, participation, accountability, the private sector, public enterprises, resource mobilization and information technology. The Meeting noted that structural adjustment programmes and the conditionalities imposed by them restricted the ability of African countries to manoeuvre, and placed constraints on many initiatives such as decentralization and improvement of the efficiency of the administrative machinery. Generalizations concerning the appropriate number of civil servants in African countries did not reflect the wide variety of national experiences. With the current emphasis on decentralization programmes, many more trained civil servants might be needed in the field than were currently available.

B. Institution-building

67. The Meeting noted that the issue of governance should be accorded high priority. Democratic, open and transparent Governments were considered essential in developing administrative reforms that led to greater efficiency and accountability on the part of the civil service. Two key ingredients for

effective administrative reform were the political will and capacity for continuous learning through multisectoral dialogue and experimentation with reform modalities. Reform strategies needed to be developed in a way that did not jeopardize future opportunities but maximized interface with national development plans and evolving macroeconomic conditions. A minimum level of human, organizational and decision-making infrastructure had to be in place to implement development programmes within the context of results-oriented management. The Meeting recognized that institutional and human resource development could be further emphasized in order to develop implementation and absorptive capacity.

68. Noted also were the relative absence of institutionalization and the over-abundance of two opposing tendencies, that is personalization and politicization in the African public management systems. There was an enduring need for defining a proper role for politics and another for administration, and appropriate mechanisms to link politics and administration in a coherent way. Given current levels of the skilled workforce in the civil service, African Governments could not afford to replace their civil servants whenever there was a change in politics.

69. For both political and administrative spheres, it was important to strengthen accountability and increase transparency. Citizens should have a knowledge of programmes and access to services, as well as mechanisms to communicate with both politicians and administrators concerning productivity in relation to taxes paid and services delivered.

70. The Meeting noted that the objective of economic development should be pursued imaginatively, not dogmatically. Although privatization was one strategy of economic rationalization, there continued to be scope for public investment in productive fields where, because of the low rates of return, the private sector would not be forthcoming.

71. The Meeting recognized the need to create better rapport between the policy makers and indigenous "think-tanks" and to better involve indigenous capacity in the process of policy-making and policy evaluation. There had been serious under-investment in national institutes of public administration. Those institutes were at the same time understaffed and without adequate resources, but were expected to contribute to the training of civil servants and the generation of research and policy advice. The Meeting recommended that the United Nations assist government institutes of public administration. Attention was drawn to the need to document situations in which public management improvements had led to successful results in Africa, and to disseminate widely such examples of public administration developments.

III. PUBLIC MANAGEMENT ISSUES IN TRANSITIONAL ECONOMIES

72. The Meeting noted that Governments of countries with economies in transition had embarked on renovation processes, the major components of which were economic renovation together with step-by-step political system renovation and state machinery reform with an emphasis on public administration. The Meeting noted the complexity in the renovation processes, especially the

interlinking dimensions of economic, social and political changes and their ramifications. Although a few Governments had launched dramatic shifts to entirely market economies, most Governments had attempted to establish a mixed economy involving both socialist and market orientations. The countries were still facing major challenges and numerous difficulties. In particular, some weaknesses in ineffective state machineries included rigid bureaucracy, lack of delegation and initiative, corruption, hyper-decentralization, hyper-centralization or indiscipline. Public administration must overcome those weaknesses in order to lead countries through the whole renovation process, especially economic renovation and implementation of indicative national development plans.

A. Human resource development and market-related skills

73. Governments in transitional economies were pursuing many economic reforms such as price stabilization, privatization and de-monopolization. The administrative reforms which underpinned those and other reforms were encountering much resistance from some officials, but that resistance was countered by other officials, who indicated a strong interest in being up to date and who could articulate their management training needs. A major need was the development of decision-making skills, policy-making skills and strategic management/strategic planning skills for a reformed system in which those activities would take place in a wider range and at lower levels of government ministries and agencies. Management improvement programmes probably needed to be constructed on a parallel basis: one would focus on government organizations and one on enterprises, including those that were private, privatizing or still in the public sector. Management development in all sectors could strengthen other developments. Motivation of key officials at all levels was necessary to administrative improvement processes. Strategic planning/management was especially important because critically relevant factors were scattered in both public and private sectors and needed to be coordinated for effective decision-making.

74. Management of change programmes in transitional economies must be improved through a process of focusing on management results and successes, and with considerable attention to sharing experience with the most successful experiments and best practices. Governments in transitional economies were searching for the means to increase productivity, for better assessment of social needs, or for improved facilitation and regulation of the private sector and enterprises, often involving integrated information systems, both horizontally and vertically. Improvements in those areas would require strengthened human resource development and institutional development to stimulate and manage more effective and efficient resources both within Governments and within organizations in the private and enterprise sectors.

B. Institutional reform of the government machinery

75. The Meeting noted that the current situation in those countries gave rise to the urgent need for basic public administration reform, which should be placed in an overall framework as follows: (a) a public administration system

based on the premise that all power should belong to the people; (b) a public administration system that was suitable and that would serve effectively the development of a socialist-oriented market economy; (c) a public administration system that performed its management and administration functions according to the law and within a strict legal framework and values based on social order and justice; and (d) a modern public administration system deeply imbued with the national spirit and identity, bringing national traditions into full play and, at the same time, utilizing experiences of modern and advanced public administration systems throughout the world, and involving expanded international relations and cooperation and more complete integration into the international arena.

76. As an integral component of overall national renovation processes, public administration reform was a complex system which should be implemented according to long-term strategies, in accordance with comprehensive development strategies and chosen socio-economic reorientation. Therefore, public administration reform should have its own overall strategic goals and its concrete objectives for short-, medium- and long-term perspectives. At the same time, it should encompass concrete and immediate steps and be capable of implementing its priority components within the larger national renovation framework.

77. For Governments in transitional economies, it was important to maintain focus on long-term and overall goals, that is, to build a public administration system that was democratic, well-disciplined and modern, so as to become powerful, efficient, effective and capable of carrying out successfully all the tasks assigned by the State. Such a modern public administration system was especially essential for tasks of market economic management, and the provision of services which satisfied the growing demands of the public. Public administration should be built on the basis of an institutional, legal, personnel and financial framework. It should be capable of providing good services as the basis for building confidence in the construction of the political system and the renovated economy.

78. Specifically, the Meeting noted that for the immediate future, a breakdown of goals of public administration reform would consist of:

(a) Institutional reform of the unified executive, legislative and judicial machinery based on the undivided power of the State; there should be a clear functional division of legislative, executive and judicial powers capable of sound operation from the central Government down to the local level;

(b) Establishment, improvement and completion of a system of laws, with emphasis on civil law, commercial law and administrative law, and the creation of a strict legal environment adequate and suitable for socio-economic development, especially the development of a market economy;

(c) Establishment of formal, official and effective public service rules and regulations and a contingent of public servants qualified, capable and skilled in the management of the public administration system in new stages of development;

(d) Establishment of a mode of management by the State in all areas, where management by law should be the core and where financial and accounting tools were used effectively to provide better service in the overall renovation process.

79. The Meeting recommended that the United Nations intensify its efforts to assist Governments in transitional economies through technical assistance concerning improved public administration, finance and information systems, and a stronger "enabling environment" for private sector and enterprise development. With regard to such assistance, while emphasis would be placed on improving systems and processes of management of changes, the Meeting suggested that attention should also be given to maintaining sufficient stability in administration to continue policy-making, programme implementation, and especially service delivery. The Meeting noted that routine administration could not be sacrificed during turbulent periods, and indeed, in the context of in-service management training, managers could learn and practice change processes, and modernize their skills and organizations within the context of improving routine administration.

80. The Meeting noted that it was necessary to consider proper and situation-specific strategies for administrative reform, especially those involving trade-offs between comprehensive and incremental approaches and between gradual and speedy approaches. It recommended that the United Nations inventory the best ways to proceed in improvement of administration and governance, including delineation of best practices, potential change agents, effective strategies and methods of managing change processes. It also focused attention on the need to determine country-specific, multidimensional mixtures of reform elements, especially those relating to the strengthening of human resources, financial resources and information resources.

IV. WORK PROGRAMME OF THE UNITED NATIONS IN PUBLIC ADMINISTRATION AND FINANCE

81. In reviewing the work programme of the United Nations in public administration and finance, the Meeting had before it a document prepared by the Secretary-General on technical cooperation activities of the United Nations in public administration and finance (ST/SG/AC.6/1992/L.7). The Meeting noted that, in addition to the work carried out under the central programme at Headquarters, some of the regional commissions and specialized agencies also undertook work on regional and sectoral aspects of public administration within their respective spheres of competence.

82. The Meeting noted with satisfaction that the historical concerns of the United Nations programme were at the forefront of issues facing the Governments of developing countries. The programme had emphasized technical cooperation and practical research in areas of administrative modernization, human resource development, management information, revenue mobilization, financial management and improved enterprise performance. It had assisted Governments through new projects involving fellowships, study tours, in-country training, and periodic exchanges of experiences and ideas during seminars and workshops. For over 40 years, the programme had made possible the sharing of state-of-the-art

administrative methods and perspectives. Increasingly, over the past decade, other international institutions had shown more interest in the importance of management in promoting development. The Meeting noted increased interest in its field of work and found satisfaction that cooperation prevailed between the programme and other institutions in efforts to strengthen public administration and finance.

83. The Meeting reviewed the content of the United Nations programme and found the nature and the composition of its outputs useful and relevant for developing countries. The Meeting noted with satisfaction the continuous growth of technical cooperation activities in public administration and finance, which underlined the importance of management in development and reflected the increasing priority attached by Governments to improving the efficiency and effectiveness of public sector management.

V. PUBLIC ADMINISTRATION AND FINANCE ISSUES FOR THE TURN OF THE CENTURY

84. The Meeting noted that the 1990s presented extraordinary and difficult challenges to public administration and finance systems throughout the world. Member Governments were faced with growing demands from their populations for more effective and efficient delivery of services within the context of a more open, transparent and accountable governance system. Those challenges required more exacting management systems capable of being sensitive to people's needs and of mobilizing resources to meet those needs. Member Governments were increasingly seeking to strengthen their human resource management, financial management, information management and reformed public enterprises. In addition, aware that funding of government services depended on revenue generation, largely from a well-regulated but facilitated private sector, member Governments were seeking the latest means for stimulating private sector development. Although such issues were important everywhere, they were given special emphasis in Africa, the least developed countries and transitional economies.

85. The Meeting noted that strategic improvements in public administration systems in the years ahead required careful attention to directions and strategies of reform and that constructive directions for administrative arrangement should focus on (a) identifying and implementing policies and methods to increase productivity, effectiveness and responsiveness of governmental structures; (b) combining responsibility and control systems that were essential to improving governance and governmental accountability with the operational flexibility needed to accommodate different conditions in functional and territorial areas; and (c) enhancing programmatic linkages between Government - both central and local administrations - and the private sector and associations in the voluntary and community sectors of society.

86. To accomplish the priority objectives and other public administrative reform goals, the Meeting recommended combining a comprehensive, system-wide approach with a targeted management improvement focus. The first strategy was capacity-strengthening through institution-building, on a comprehensive, government-wide basis, especially of personnel, financial or organizational

systems. Such a strategy would assume that through the development of managerial capabilities and institutions, government performance would improve. The second strategy involved improved management of concrete development activities, emphasizing that administrative modernization had to focus on delivering services, meeting needs and providing tangible results. Those targeted management improvements involved enhancing managerial skills, improving technologies available to managers, rationalizing organization and procedures, and strengthening coordination and cooperation, all at the operational level of specific public administration units. These shorter-term exigencies must be balanced with long-term capacity-building in the allocation of resources and energies. Successful experience in programme operations and in concrete problem solving was a dependable way to develop and sustain managerial capacity and institutional strengthening.

87. The Meeting noted that the United Nations had in the past pioneered efforts to assist Governments of developing countries in building their public management capacities and modernizing their public administration and finance systems. It further noted the importance of maintaining and strengthening the efforts of the United Nations programme in public administration and finance in assisting Governments of developing and transitional economy countries to improve and modernize their public management systems, especially along the lines identified above.

88. The Meeting recommended that the Twelfth Meeting of Experts be convened in 1995 to examine the issues and problems facing public administration and finance systems in developing and transitional economy countries, review progress made in the implementation of various recommendations made at the Eleventh Meeting, and review the United Nations programme in public administration and finance.

VI. COMMENTS ON THE RECOMMENDATIONS MADE BY THE EXPERTS AT THEIR ELEVENTH MEETING

89. The discussions at the Meeting were quite extensive, and the report of the Meeting provided a good analysis of various issues, including the public management problems in transitional economy countries. The Meeting made several recommendations for action at the national and international levels. Actions at the national level were matters of responsibility of Member States and the Economic and Social Council may wish to draw the attention of Member States to the recommendations.

90. The Secretary-General reviewed carefully the recommendations addressed to the United Nations. They were sound and did indeed reflect the priority interest and pressing needs of developing and transitional economy countries in public administration and finance. The implementation of the recommendations would significantly help to increase the efficiency and effectiveness of public administration and finance measures in those countries.

91. Actions at the international level were to be implemented, at least in the immediate future, within the framework of the resources currently available for the United Nations programme in public administration and development management. The Secretary-General believed that every attempt should be made to

incorporate recommendations of the Meeting for international action within the broad framework of the medium-term plan for the period 1992-1997.

92. The Meeting recommended that the Twelfth Meeting of Experts be convened in 1995 to review, inter alia, current issues and problems in public administration and finance systems, and development management in general, in developing and transitional economy countries, examine progress made in the implementation of the various recommendations made by the Eleventh Meeting and review the United Nations regular programme of work in public administration and development management.

93. The Secretary-General suggested that future Meetings of Experts focus mainly on prevailing public management issues, especially in the context of such global concerns as governance, accountability, productivity and responsiveness, with a view to providing timely policy and technical guidance to developing and transitional economy countries.

94. Subject to the approval of the Economic and Social Council, the Secretary-General made provision for the next review of the programme, to be organized in 1995, in the programme budget for the biennium 1994-1995.

Notes

1/ Official Records of the Economic and Social Council, 1993, Supplement No. 18 (E/1993/18), chap. IV, resolution 747 (XXVIII).